



**MAKING WHAT
MATTERS**
Brilliant

Corporate Plan
2019-25

Introduction

JOHN EDWARDS CBE, CHAIR OF MIDLAND HEART

In 2019, we launched *Making What Matters Brilliant*, which focuses on delivering real improvements for our customers. Over the course of this corporate plan, we'll make a record investment in the services we offer and homes we manage, as well as supporting colleagues to grow and build their careers with us.

As a result of recent, unprecedented circumstances affecting both colleagues and customers, we've taken the decision to extend this corporate strategy by one year to 2025. This will also coincide with our 100-year anniversary and is a step we're taking to ensure we can deliver all of our goals to a brilliant standard.

We're now entering year three of our plan and, despite the extraordinary challenges brought about in 2020 by the Coronavirus pandemic, we've already taken great strides towards our ambition of being a first-class landlord, a great place to work and developing as many new, truly affordable homes as we can.

Our priority in the past 12 months has been ensuring the safety and wellbeing of our customers and colleagues while continuing to deliver the core services that they rely on. However, it's a testament to the hard work of our teams that we've also kept momentum up on major projects and maintained overall high-performance levels. This includes achieving 90% customer satisfaction and retaining an 80% staff engagement score for a second year running as well as remaining in a very strong financial position.

Our achievements wouldn't be possible without your ongoing support and dedication. I'm very thankful of everything you do to ensure we can deliver continuous improvements for our customers every day. Together you're *Making What Matters Brilliant* and I look forward to continuing this journey with you all.



“As we look to the future, we are in a strong position and are able to make our own decisions about how we grow and develop.”

John Edwards CBE

Plan Overview

GLENN HARRIS, CHIEF EXECUTIVE OF MIDLAND HEART

Making What Matters Brilliant puts our customers, homes and communities at the centre of everything we do. It ensures we deliver services that not only meet but exceed expectations and enable people to lead fulfilling independent lives.

Our aim is to focus on the day-to-day issues that our customers tell us matter most to them, be it getting our repairs right first time or resolving anti-social behaviour issues, and we want to devote our full energy to making these issues better for them.

Through the hard work of our teams and the adoption of a more streamlined landlord first approach, in the first two years of our plan we've successfully developed and launched many brilliant initiatives that support our aim. This includes a new allocations process, a scheme interventions programme and

additional digital tools that help us to provide more balanced and sustainable communities for our customers to live in and improve access to our services.

There's still a lot for us to do and whilst we continue to embed these solutions, we look ahead to the coming years and delivering even more ambitious plans that will improve our customer experience and grow the number of homes we develop, whilst beginning to implement and raise awareness of our new low carbon agenda.

We also want to make sure that our colleagues feel supported throughout, they have the tools they need to be the best they can be and importantly, that they are proud of the work they do.

“Our plan focuses on making sure we provide the homes and services that matter most to our customers and that we do this brilliantly.”

Glenn Harris



MAKING WHAT MATTERS *Brilliant*



INVESTING IN HOMES

Investing in our homes is our customers' number one priority and will sit at the centre of everything we do.



SERVICE FIRST

Our customers have told us they expect a first-class service. We will ensure our services are responsive and we get things right first time.



GROWTH & PARTNERSHIPS

The Midlands needs more affordable homes. We are committed to building as many as we can over the next six years.



SAFE & STRONG

We will remain financially strong and maintain our focus on safety. We will spend money wisely, investing in the things that matter most to our customers.



PEOPLE FOCUSED

We want to be a truly great place to work and build your career. We will retain and attract the right people by rewarding, recognising and growing our colleagues.

TO MAKE WHAT MATTERS *Brilliant*

EVERY DAY WE WILL:



Make sure people are safe: For us safety is more than a tick in a box. It is about genuinely making the safety of our customers and colleagues our top priority.



Do what we say we will: We will be clear with our customers and colleagues about what, how and why we do things.



Ensure our customer tells their story only once: When a customer contacts Midland Heart they should not need to say the same thing twice. We listen, we share with our colleagues and we act.



Get the basics right, every time: We won't lose focus on getting the day-to-day things our customers expect from us right.



Take pride in what we do: What we do matters, and we take pride in making sure we do it brilliantly.



Create a great place to build your career: We want to be a place where people aspire to work, stay and build their careers and support us to deliver for our customers.





INVESTING IN HOMES

What Matters?

- Understanding the condition of all our homes, so that we can spend our money where it is most needed.
- Making sure that our Retirement Living schemes are places where older people will thrive and want to stay.
- Increasing the quality and value of our homes.
- Tackling issues such as ASB, to create balanced and sustainable communities where customers want to live and more importantly choose to stay.



HOW DO I MAKE WHAT MATTERS BRILLIANT?

- **See the home not just the house;** take the time to look around and understand what else we could do to improve the property and our customers' experience.
- **Treat our homes as your own;** if it isn't good enough to be our home - it isn't good enough for our customers.
- **Do the right thing;** what we do matters, if things can be better - make them better.
- **Spend money wisely;** we have to make our money go a long way, so we spend it wisely and on the things that matter most to our customers.
- **Fix the problem not the symptom;** we go the extra mile to make sure things are fixed properly and that we can be proud of the job we have done.



“ We will invest £120m on the improvements our customers have told us they would like in their homes.

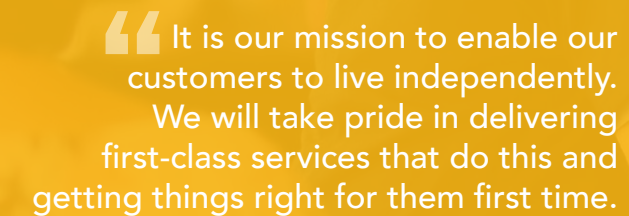
David Taylor ”



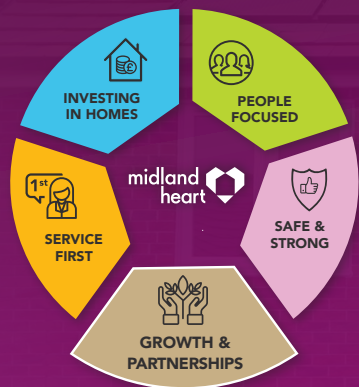
- Delivering brilliant customer service year on year.
- Developing digital channels that people want to use.
- Working together to deal with issues before customers have the chance to report them to us.



- **Take pride in our services;** we are all landlords first and the job we do affects the services we provide.
- **Accept nothing but brilliance;** we want to deliver brilliant services to our customers and will hold ourselves and our partners to high standards.
- **Respond quickly to customers' needs;** what we do matters to our customers so we make sure their needs are at the centre of everything we do.
- **Provide solutions not barriers;** we will provide people with the services, help and support they need to live independent lives.
- **Get it right first time;** we take the time to do a brilliant job the first time.



David Taylor



GROWTH & PARTNERSHIPS

What Matters?

- Developing as many new affordable homes as we can.
- Replacing the homes we sell through Voluntary Right to Buy.
- Building partnerships with developers, Government and other housing associations to deliver at least two thirds of our new build homes.



HOW DO I MAKE WHAT MATTERS BRILLIANT?

- **Be an expert in what you do;** we take pride in knowing what we do inside out and using our skills to deliver for our customers.
- **Ensure we build safe high-quality homes;** the safety of our customers is our number one priority, our homes will be safe for them and their families.
- **Stay ahead of the curve and work with others;** we respond quickly to the changes around us and make sure we do what is best for our customers, colleagues and communities.
- **Build our reputation;** everything we do affects how people think and feel about us. It is our job to promote the work of Midland Heart and the pride we take in what we do.
- **Learn from others and share your successes;** it is important that we learn from what others do well and share what we do well with others.

“ We will build as many new affordable homes as we can by 2025. ”

Joe Reeves



SAFE & STRONG

What Matters?

- Providing safe homes to our customers and safe places to work for our employees.
- Engaging with customers on safety issues and providing a clear route for them to raise concerns.
- Securing well priced long-term funding to support the delivery of our new corporate plan.

HOW DO I MAKE WHAT MATTERS BRILLIANT?

- **Be serious about safety;** safety is our number one priority and we all have a role to play in keeping ourselves and others safe.
- **Stay on the ball;** we remain focused on delivering great value for money to stay financially strong.
- **Be open and transparent;** we are honest with each other and our customers about the things that need to be improved and how we will make them better.
- **Make it happen;** we remove barriers to improvement and get the job done.
- **Take ownership;** we care about what we do and making sure we deliver for our customers.

“ Our customers’ and our colleagues’ safety will be at the centre of our minds as we do our jobs and make improvements.

Bal Kang ”



PEOPLE FOCUSED

What Matters?

- Having a reputation as a leading, inclusive and rewarding employer that people aspire to work for.
- Ensuring our colleagues are engaged with the work we do and the differences we make.
- Growing our people so that they choose to stay and build a career here.



HOW DO I MAKE WHAT MATTERS BRILLIANT?

- **Develop teams, people and processes that deliver;** we make sure that everything we do is focused on making what matters brilliant.
- **Be the best you can be;** we come to work to make a difference and deliver for our customers, we do this by being the best we can be.
- **Work as a team to make things better;** to make what matters truly brilliantly we will need to work together as one team.
- **Enjoy your work and delivering results;** it is important that we enjoy our work and want to do what is best for our customers, colleagues and communities.
- **Trust those around us;** we are all here to make things better and we trust each other to do the right thing.

“ Having the right people is vital to our success. We will reward and develop colleagues as well as attract the best people to join our team.

Bal Kang ”





Midland Heart, 20 Bath Row,
Birmingham, B15 1LZ



Midlandheartgroup.org.uk